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CANADA'S
VICTORY LOAN
MONTREAL
1917

W. H. C. Musser

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1917]. -- 7865814

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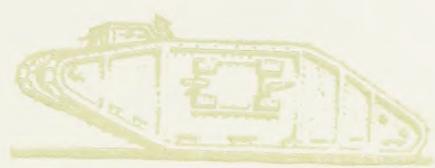


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To Rt. Hon. Lord Shaughnessy
K.C.V.O.



IR: This compilation is dedicated to you in appreciation of your inspiring leadership in the Montreal Campaign for the Victory Loan of 1917. It indicates in condensed form the organization and methods which made the campaign such a gratifying success, and as such, I hope, will prove of interest and a record of value for future reference.

On behalf of the Executive Committee, it is with sincere pleasure that I submit this record of the organization and results of the first Victory Loan.

Montreal, December, 1917

Chairman of the General Committee

Foreword

ASSEMBLED primarily in order to visualize for Sir Thomas White the activities of the army of Montreal citizens who devoted so much of their time and thought to secure the success of Canada's First Victory Loan, these reports from Captains of Committees and Teams have been printed in the belief that documents of such human interest should be preserved for permanent record.

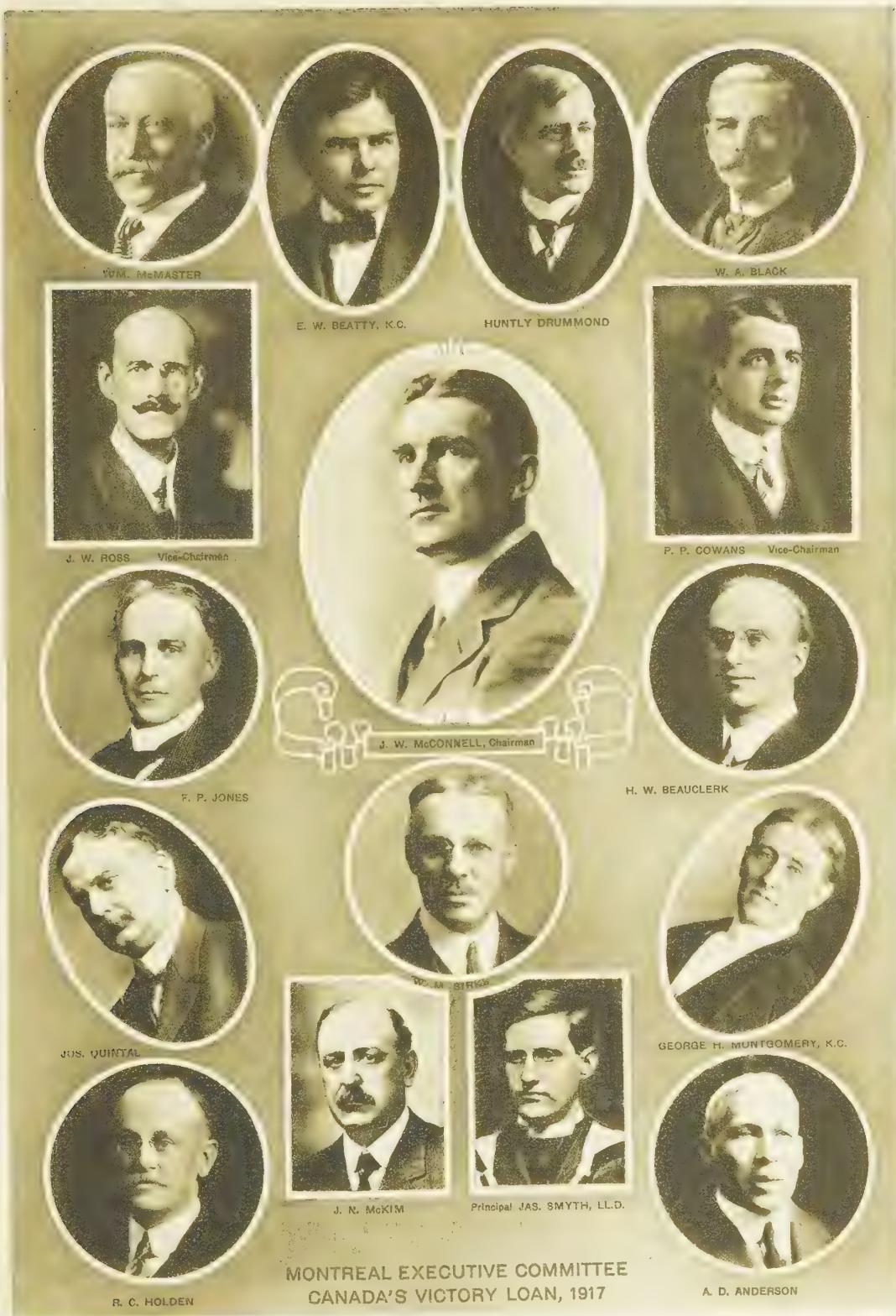
"The result of the Victory Loan can only be regarded as a stupendous achievement for Canadian patriotism and for the high efficiency and zealous enthusiasm of the Victory Loan Committees and workers throughout the Dominion I am inexpressibly proud of the achievement of the Canadian people in the great and notable success of the Victory Loan."

—SIR THOMAS WHITE
in an official statement at the close of the campaign.



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MONTRÉAL EXECUTIVE COMMITTEE
CANADA'S VICTORY LOAN, 1917

OFFICIAL REPORT
TO THE
HON. SIR THOMAS WHITE, *K.C.M.G.*
MINISTER OF FINANCE

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SIR:—In asking the Chairmen of Committees, Executive Officers and Team Captains, to submit brief reports on the particular work under their direction in connection with Canada's Victory Loan Campaign, 1917, I have done so not only for the purpose of creating a permanent record of value for future reference, but also to preserve the human touch and individuality of the heads of committees and the captains of teams, all of whom achieved such notable success in the discharge of their various duties.

The keen spirit of competition and enthusiasm with which the work was launched was indeed contagious, and the zealous energy applied to the daily task for three full weeks was most creditable and inspiring to all concerned.

The selling rules of the organization were entirely new, old methods having to be completely abandoned. Members of the Stock Exchange and bond dealers alike adopted the new ideas without opposition or complaint and applied them with vigor and success throughout the entire campaign.

As Chairman of the Special Names Committee, Mr. Percy Cowans has to his credit a particularly fine achievement in securing *Special Names Committee* subscriptions to the amount of \$43,515,050.

Nothing was overlooked that might bring forth the desired results by the indefatigable Chairman of this committee, all of which is amply borne out by the magnificent total obtained.

The exceedingly fine piece of work carried out by the Employees Committee under the leadership of Mr. R. N. Watt is worthy of special *Employees Committee* mention. This work being of an educational character had to be



taken up actively long in advance of the work carried on by the other Captains and necessitated the close attention of the Chairman and his Committee for a period of six weeks' time. Too much praise cannot be given for the exceptional work done by Mr. Watt, nor for the able and self-sacrificing devotion with which his plans were successfully executed from day to day. To break new ground in this district and sell Government Bonds to French-Canadian workingmen and women who had hitherto not the slightest knowledge of such things, was no easy matter. Nevertheless, Mr. Watt's results included 59,141 individual subscriptions amounting to \$4,478,050, of which 26,898 were from French-Canadians amounting to \$1,552,100. Furthermore, the educational value of the work done by this Committee cannot be over estimated.

Ladies' Committee The Ladies' Organization, under the Chairmanship of Lady Meredith, was unique in the history of bond selling and the work under their charge was so ably managed and so energetically carried out that the territory assigned to them, which otherwise would have produced but meagre results, actually accounted for 7531 subscriptions with a net total of \$3,504,750. To this amount must be added 591 subscriptions amounting to \$398,750 secured by the French Ladies under the leadership of Mme. Hebert. The keen interest and great enthusiasm shown by the ladies, together with their pronounced qualities for selling bonds, commanded the admiration of the entire organization.

Mrs. Arthur Drummond and Mrs. R. A. E. Greenshields as Vice-Chairmen of Lady Meredith's Committee worked incessantly, and their efforts contributed greatly to the wonderful success achieved by this Committee.

French Section The work under Mr. Jos. Quintal was very difficult because of the lack of previous education amongst the French-Canadians in the matter of purchasing Government securities. It necessitated breaking into absolutely new territory; educational methods had to be introduced and developed, and the time at his disposal was insufficient to obtain the best results.



A great deal was learned, however, from this experience which should be invaluable for the purposes of any future campaign.

To Mr. Quintal's total of 2566 subscriptions, amounting to \$2,599,800, should be added 26,898 French subscriptions amounting to \$1,552,100 secured through the Employees' Committee, thus bringing the total French subscriptions, including those obtained by Mme. Hebert's Committee, to 30,055, with a net value of \$4,550,650.

Mr. Quintal's work was carried out with great care and at no small personal sacrifice. He handled a difficult piece of work in a manner which commanded the respect and esteem of all those with whom he was associated.

An educational work of lasting value and one which was also *Speakers' Committee* productive of excellent financial results, was conducted in a most efficient manner by Principal James Smyth, LL.D. The extent to which the whole campaign was assisted by the numerous mass meetings and the stirring addresses delivered by the members of the *Speakers' Committee*, can never be definitely established; but of one thing we are certain—the work done proved invaluable to the organization, and accounted to a very large degree for its final success.

Without a Publicity Committee no full measure of success in any *Publicity Committee* important undertaking of this character can be expected, and it is only necessary here to state that under the Chairmanship of Mr. J. N. McKim a publicity campaign worthy of the name was waged from beginning to end.

The excellent assistance rendered by Mr. J. M. Gibbon, of the C.P.R., who gave unstintingly of his valuable time and experience was recognized by Mr. McKim throughout the entire campaign.

The special Sub-Committee under the joint chairmanship of Mr. E. M. Emery and Mr. G. Warren Brown accomplished a really spectacular piece of work, and this Committee has to its credit the organization of one of the finest and most successful publicity parades ever witnessed.

The Trouble Committee was managed with great wisdom and *Trouble Committee* discretion. Sound judgments were quickly rendered and good advice



handed out free of charge to all those seeking it by the diplomatic Chief of this Tribunal, George H. Montgomery, K.C.

Organization of Teams The twenty Captains and their Teams, whose reports are herein included, completed one of the finest and most effective organizations of its kind.

It would be almost impossible to select any particular Captain or Team for special commendation, because they must be one and all included in that class. It should be mentioned, however, that the amounts secured by the respective Teams are not necessarily any criterion of the effort involved. Every Team worked with untiring energy and enthusiasm, but the districts allotted of necessity varied greatly in possibilities and therefore relatively small totals may have represented even greater effort than the larger amounts.

Many of the Captains and Salesmen attached to their Teams were drawn from commercial pursuits and were entirely without previous experience in selling bonds of any description.

The intense interest taken by the business men of the community in the actual selling of bonds and the keen desire shown to make the Loan a success, were outstanding features of the organization.

Executive Committee Every member of the Executive Committee gave his time and thought unsparingly to the organization, each giving particular attention to some special branch of the work.

Mr. W. M. Birks placed his services unreservedly at the disposal of the Luncheon and Programme Committee. Mr. F. P. Jones gave special consideration to the methods for enlisting subscriptions from employees. Mr. W. A. Black as a member of the Parade Committee gave valuable assistance and wise counsel in the direction of that work. Mr. H. R. Drummond, Chairman of the Finance Committee and a most untiring worker, was always found in the front rank. Messrs. Wm. McMaster and H. W. Beauclerk gave invaluable assistance to the Special Names' Committee; whilst E. W. Beatty, K.C., temporarily abandoned his duties with the C.P.R. to help on the Special Names' Committee, the Parade Committee and the Speakers' Committee to which he rendered yeoman service.

The work of Mr. J. W. Ross as Vice-Chairman and head of the entire office organization was distinctly outstanding. Always most efficient and scientific in his work, and at the same time patient and considerate with all those who had troubles to straighten out or problems to solve, he, with the able assistance of the genial General Secretary, Mr. Rufus C. Holden, and the affable and energetic Treasurer, Mr. A. D. Anderson, built up an office organization which was as nearly perfect as it could be made. They labored unceasingly early and late until the work was successfully concluded.

Sincere thanks are due Sir Vincent Meredith for the ever-ready assistance placed at the disposal of the Committee, and for the helpful interest at all times manifested in the progress of the work.

The splendid incentive given by Lord Shaughnessy in announcing at the opening of the Campaign a subscription of \$10,000,000 by the C.P.R., conditional upon a total of \$300,000,000 being reached, accounted, I feel certain, in no small measure for the overwhelming success of the Loan in Canada.

J. W. McCONNELL,
Chairman.

REPORT OF THE VICE-CHAIRMAN

WHIRLWIND Campaigns are being projected with increasing efficiency because of the accumulated experience of the organizers and the education of the general public.

Plans of sufficient daring will arrest the attention of the public and challenge the service of an ever-enlarging circle of able and responsible men and women.

To achieve a "really worth while" objective in a given time requires the setting up of an organization that will work effectively and without friction at top speed.

The machinery must be set up with scientific accuracy and let loose at the physchological moment.

A campaign should include all the strategy of a "drive on the western front." A great objective—the secrecy of well-laid plans—the opening barrage of publicity—the surprise attack by the over-the-top troops. It should have behind it the impulse of a great conviction and the impetus of an enthusiastic co-operation.

The General Staff at Headquarters must early mature its plans in every detail—providing for all contingencies—hold innumerable meetings with inner groups and ever-enlarging circles—place men in key positions—co-ordinate all efforts—prepare and distribute ammunition in the shape of literature, facts and forms—develop the system—assemble the heavy artillery of speakers and the high explosives of publicists—in other words, erect the fighting machine and plan the attack.

Into this skilfully-built organization must be put the human element—the red blood of the fighting force—marshalled at strategic points with definite objective and responsibility—finally sent "over the top" with the enthusiasm of a high ideal and the spur of an enlivened sense of loyal service and, if need be, of real sacrifice.

The O.C. must be in constant communication with all fronts and direct the drive with tireless initiative. His Chiefs-of-Staff must feel the pulse of the movement, respond to S.O.S. calls—provide an immediate solution for every problem—back up and encourage the fight-

ing force, and rally all effort to the common end—the achievement of definite results.

Campaigning is made easy when properly laid plans and skilful tactics are teamed up with competent leadership and an enthusiastic fighting line.

The combined efforts of the rank and file—Captain and “Non-Com.” and the patriotic response of the “unsuspecting” public ensured from the very inception the success of Canada’s Victory Loan, 1917.

JOHN W. ROSS,
Vice-Chairman.

*For summary of results secured by individual teams
and committees see page 66*

REPORT OF GENERAL SECRETARY

GHE General Secretary or "Adjutant's" department stands for action. It is the executive clearing house with many varieties of service. Campaign Headquarters was housed in some thirty offices, and these were furnished with office equipment by the banks, brokers and bond houses. Desks by the score, chairs by the hundred, half a hundred typewriters, comptometers, safes, files, and the smaller office supplies and paraphernalia had to be assembled. The lines of communication were established by a score and a half of telephones. An office staff was organized.

The weeks preceding the campaign were increasingly busy with meetings of different committees—Executive, Finance, Special Names Committee, Trouble Committee, Distribution of Territory Committee, captains and workers. All had to be planned for, the place of meeting arranged, notices sent out, and the decisions arrived at given effect to.

One of the essentials of a campaign is the carefully selected list of names. For weeks a large staff was occupied in the preparation of the sixty thousand cards to be canvassed by the Teams.

Thousands of cards were also prepared for the Employees Committee and the Province of Quebec Division as well as a selected list for the Maritime Provinces.

The campaign mass meetings and luncheon meetings were carefully planned, the seating capacity, tickets, guests, programs and luncheons, received thought and attention. The daily score board and newspaper reports were kept up to date.

Lists of committees, captains, teams and helpers were assembled and recorded. Bulletins of information prepared and sent out.

The splendid organization of the Ladies in the Drummond Building relieved the downtown headquarters of much detail.

The above detail as well as keeping in touch with the Dominion Executive, the various committees, captains and workers, required the constant services of a large staff of stenographers.

These are a few of the duties which devolve on the Executive Headquarters and require first-aid treatment from the "Adjutant."

R. C. HOLDEN,
General Secretary.

PAY AND RECORD OFFICE

GO bring into action a battalion of one thousand canvassers with English, French, Ladies, Employees', Special Names' and Bank Platoons requires "some system."

BEFORE THE CAMPAIGN. Day and night for five weeks before the public launching of the campaign, "the system" was working.

It assembled the information and literature—prepared the instructions, drafted rules and regulations—adopted and printed the forms for receiving and reporting the results, a complete chain of evidence—from canvasser to captain—from captain to treasurer—from treasurer to banks.

It plotted the ground to be covered. Equitably distributed to the workers the assigned names and districts to be canvassed. Informed the teams of their duties and placed the ammunition in their hands.

DURING THE CAMPAIGN. To compile the daily returns, a staff of twenty office experts daily worked into the small hours of the night. They were assisted by a large staff of stenographers, divided into day and night sections, in all numbering about one hundred and twelve, the total staff in all offices at Headquarters numbering at a maximum one hundred and sixty-seven. Many of these gave their services without charge to the fund.

The daily "returns" of the canvassers with applications attached were assembled, verified, recorded and re-distributed to the banks, a regular clearing house being established for this purpose. During the campaign, applications amounting to over \$75,000,000 were handled in this manner, and all records balanced to the last dollar.

AFTER THE CAMPAIGN. When the campaign closed, two weeks of hard work night and day was required to finish up the returns, compile the final figures, re-distribute the furniture and close up the major portion of the offices occupied. In other words, the great machine had to gradually slow down.

A. D. ANDERSON,
Hon. Treasurer.

SPEAKERS' COMMITTEE

Chairman: *PRINCIPAL JAMES SMYTH, LL.D.*

Members:

<i>Lieut.-Col. Rexford</i>	<i>A. Stuart McNichols</i>	<i>J. A. Beaudry</i>
<i>A. Stark</i>	<i>A. O. Dawson</i>	<i>General Labelle</i>
<i>W. K. Trower</i>	<i>Lieut.-Col. James Cooper</i>	<i>W. H. Knowles</i>
<i>George Pierce</i>	<i>E. Fitz-James Browne</i>	<i>E. L. McArthur</i>

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THE Speakers' Committee had a list of ninety-one speakers, all of whom delivered one or more addresses during the three weeks of the campaign. The heavy part of the work, however, was done by some forty-five men. Addresses were delivered in the following nine languages: English, French, Russian, Italian, Hebrew, Greek, Polish, Flemish, and Ruthenian.

Two hundred and four meetings were held in munition plants, departmental stores, factories, etc. In many cases the meetings were addressed by two speakers, so that there was a total of three hundred and thirty-seven addresses.

All the leading theatres and picture shows were supplied with speakers. In this way four hundred and forty-five addresses were delivered. The total number of speeches delivered by arrangement of the Speakers' Committee during the three weeks of the campaign numbered seven hundred and eighty-two; an average of about two hundred and sixty per week.

By arrangement of the Speakers' Committee the duty of subscribing to the Victory Loan was brought before the congregations in the churches of all religious denominations on the Sunday preceding the opening of the canvass.

In the Public Schools the teachers explained, in a series of five lessons entitled "The War and How We May Help to Win It," the necessity for the loan, and emphasized the duty of subscribing to it. Copies of the pamphlet were distributed to thirty thousand school children. The teachers organized a special committee to take charge of their own subscriptions.

The Victory Loan was also explained to one hundred and twenty-five labor organizations, thirteen railroad organizations, fifty-two

Jewish societies, and the following fraternal societies: the Foresters, Freemasons, and Oddfellows.

It is impossible to appreciate too highly the work done by the speakers, who, during the three weeks, without fee or reward, placed their services unreservedly at the disposal of the Committee. In many cases speakers left important appointments, almost at a moment's notice, to address special or supplemental meetings which had become necessary. As an example of the value of the work done it may be mentioned that in one factory, where it had been found impossible to obtain any subscriptions, a meeting was arranged and addressed by two speakers, after which six hundred and forty-three subscriptions, amounting to \$33,000.00, were obtained.

In addition to the visible results obtained through meetings addressed by speakers under the Committee, the educational value of the work done in this way must not be overlooked.

The Speakers' Committee is confident that should similar campaigns be necessary in future, even larger results can be obtained with greater ease.

JAMES SMYTH, LL.D.,
Chairman

LIST OF SPEAKERS, VICTORY LOAN, 1917

Adams, Rev. Geo.	Fitch, Louis	Oliver, T.
Allen, W. R.	Fauteux, G. A.	Pierce, John F.
Abramowitz, Rev'd Dr.	Flintoph, E. P. C.	Pierce, George
Beatty, E. W., K.C.	Farmer, Harcourt	Pulos, H.
Bieler, Prof. Chas.	Farmer, J. T.	Putnam, H. L.
Boodrug, John	Goodwin, W. H.	Place, E. G., K.C.
Barnes, Prof.	Gilmour, Capt. D.	Rinfret, T.
Bradford, John W.	Graham, Prof. W. C.	Reid, W. D.
Brossard, Edmond	Gammell, B. A.	Rexford, Lieut.-Col. I. P.
Beaubien, Hon. C. P.	Holland, Thomas	Rochefort, L.
Bernier, Jean	Hankins, Francis	Rose, Bernard
Barrington, Thos. M.	Hanson, Rev. Dr.	Shaw, Major H. Leroy
Baylis, S. M.	Hibbard, Col. F. W.	Surveyer, E. F., K.C.
Barker, J. D.	Holmes, Chas.	Smyth, Principal James
Campbell, G. C., K.C.	Hone, Jules	Sperber, Markus
Covert, F. A.	Harris, S. L. Dale	Senecal, A. A.
Couture, C. P.	Johnson, Walter S.	St. Pierre, H.
Chipman, Warwick M.	Johnston, Rev. Dr. R.	Trower, W. K.
Chevassu, A. P.	Lacoste, Paul, K.C.	Thornton, Dr. A. W.
Compte, Gustave	Marion, J. P.	Villard, Dr. Paul
Davidson, Rev. T. W.	Marion, T. A.	Williams, Major, Rev. C.
Dickie, Reg. R. W.	Murphy, A. McA.	Williamson, W. W.
Dawson, A. W.	Martin, The Rev. S. F.	Wallace, Dr. O. C. S.
Dale, Prof. J. A.	Mathieu, A. Papineau	Wanklyn, F. L.
Desaulniers, G.	Mathieu, Armand	Wiseman, Dr. Max
Davis, Chas J.	McLagan, P. W.	Williams-Taylor, Sir F.
Drummond, Mrs. Huntly	McMahon, L. I.	Whittaker, D. A.
Ewing, J. Armitage, K.C.	Nutter, J. R.	Young, R. J.
Farrell, Geo.	Nicol, A. M.	
Francq, Gus.		

THE TROUBLE COMMITTEE

Chairman: *GEO. H. MONTGOMERY, K.C.*

Members:

<i>W. F. Angus</i>	<i>General A. E. Labelle</i>
<i>Paul Lacoste, K.C.</i>	<i>L. P. Beaubien, ad hoc.</i>
<i>A. A. Wilson</i>	<i>Frank B. Common, Sec.</i>

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THE Judicial Committee of the Privy Council of the Montreal Victory Loan Organization was possessed of absolute power, had unlimited jurisdiction, was not responsible to any higher tribunal, was unhampered by the time-consuming arguments of well-paid counsel, and was thrilled with the unholy joy of being able to hand down merciless judgments to defenceless litigants, from day to day weighed out justice with an iron hand and a light heart.

His Lordship, Chief Justice George H. Montgomery, presided over this very solemn body with dignity and pomp. Lord W. F. Angus, Lord Paul Lacoste, Lord A. A. Wilson and Lord A. E. Labelle, sat with him in solemn session, listened with awe-inspiring silence, interrogated with penetrating skill and deliberated with profound wisdom as there daily passed before them a long procession of lawbreakers brought to justice.

Although through wartime thrift it had been established by the Rules of Practice that the members of this court should not sit beclad in wig and gown, it was found impossible to conduct the vast number of cases inscribed without the services of the traditional Clerk of the Court. Week in, week out, from morn till night, with slavish toil, Clerk F. B. Common struggled with the task of arranging the records, classifying the exhibits, and summoning the parties who were to be haled before the Tribunal.

In all, about six hundred cases against lawbreakers were inscribed before this court. However, in about half of these the case

establishing that the defendant was a menace to society was so incontestable that upon a word from the Clerk, who, through sitting at the feet of the All-Wise, had acquired a feeble grasp of some of their rudimentary principles, the case was settled out of Court.

Thus there remained about three hundred of the wilful and misguided on whose heads was brought down the judicial fury of the unfeeling and relentless servants of the cause of Justice. The indescribable delight with which members of this Tribunal wreaked upon the lawbreakers the vengeance of an offended society was so great, that at times, the awe-stricken standerby could almost trace upon the faces of their Lordships a shadow of regret that the day had passed when Judgment Debtors could be sold into slavery across the Tiber, or when the Creditor might lead off the Judgment Debtor to his private dungeon, there to remain in squalor and misery until such time as the debt had been paid or had been worked off.

Too great tribute cannot possibly be paid to the energy, the devotion, and the wisdom of the members of this Tribunal.

Experience in the campaign proved that the organization of the Trouble Committee was more than justified by the number of disputes which were settled by its decisions, the number of disputes whose settlement by conciliation it assisted, and the vast number of disputes which were avoided by the promulgation of the rules which this Committee was established to interpret. Furthermore, this Committee desires to acknowledge its deep appreciation of the splendid spirit shown by the Captains of the respective teams in the settlement of their differences among themselves and in thus saving the Trouble Committee an inestimable amount of work.

GEO. H. MONTGOMERY,
Chairman

PUBLICITY COMMITTEE

Chairman: *J. N. McKIM*

Members:

J. D. Chesney, F. W. Stewart, Vice-Chairmen

F. J. Knox Secretary-Treasurer

Theo. G. Morgan

Eugene Tarte

Jos. Laporte

J. A. Beaudry

Jas. Brierley

E. Gaboury

W. F. Steedman

A. Dugal

G. Warren Brown

G. E. McCullough

R. Clouthier

F. Abraham

E. M. Emery

F. Veitch

J. M. Gibbon

Armand Dupuis

W. H. Allworth

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UT over the ancient city of Montreal—scene of so many stirring events in the history of the Empire—there came the roar and rumble of the guns of a battery of Artillery on the mountain top, on that morning of November 12, announcing that Montreal's share in Canada's supreme effort for mobilizing the financial resources of her people in the cause of victory had begun. Far and near the church bells took up the chorus. Foghorns and sirens on the ocean ships in port joined in the joyful tumult. Factory and locomotive whistles shrieked in unison, and "everything with voice was made to praise the loan."

So, amid a roar of enthusiasm, hundreds of workers sprang from the trenches of civil life, and "went over the top" to do their bit for country, Empire and civilization.

Thus did the Publicity Committee awaken the people to the fact that the Victory Loan Campaign was on. It was but one feature of a mighty advertising effort that galvanized the most lethargic into active interest.

Another feature followed later—a Victory Loan Parade that for size, interest, and variety, has never been surpassed in Canada's

metropolis. Regiment after regiment of khaki-clad soldiers, blue-jackets and seamen from the ships in port, soldiers and naval men from the United States, automobiles, motor-cycles and side cars bearing wounded heroes from the front, drays carrying symbolical representations of every important trade, industry, and business organization in the city, and detachment after detachment from every large social organization, English and French—all took part in a parade so large that it took three hours to pass a given spot. Last, but not least, there was the monstrous tank, grimly rumbling along in the cavalcade amid the wild cheers of the populace who lined the streets in gigantic crowds along the whole route.

Enthusiasm was rampant.

Turn whichever way you would, the people for the whole two weeks of the campaign were met with advertising in a multitude of forms that struck right home to their hearts. Hoardings, windows, street cars, vans, autos, office buildings, elevators—all had a message.

The news columns of the local press, despite the extraordinary demands caused by astounding war developments, devoted free space to Victory Loan news which, calculated at regular rates, amounted to \$58,000. Contributions of advertising space in the papers by 182 business firms made a volume of 308 full pages, valued at \$40,000, while that in trade journals amounted to \$775. Forty-two advertisers donated special pages in newspapers. Two firms donated their advertising space in street cars all over the Dominion. Forty-nine gave billboard locations. All the principal clubs, hotels, and restaurants carried advertising on their menus. Over 5,000,000 pieces of advertising from the Dominion Advertising Committee were distributed. A special department of experienced newspaper men and advertising specialists wrote all the copy needed. That the achievement justified the endeavor is gloriously apparent.

With the exception of the services of two clerks, the whole work of the Publicity Committee was done free.

J. N. McKIM,
Chairman.

SPECIAL NAMES COMMITTEE

Chairman: *P. P. COWANS*

Members:

J. M. Mackie
E. Hanson
J. W. McConnell
J. W. Ross

Wm. McMaster
A. J. Brown
H. W. Beauclerk
F. A. McNutt

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UR work covered the canvassing of a specially selected list of names, and this explains to some extent the large total of subscriptions we obtained, namely \$43,515,050, from 201 subscribers.

We do not wish to claim that we worked harder than any other collecting organization, but it can be said that the Committee worked hard and worked harmoniously to ensure that the big results expected from them should be realized.

The work of every member of the Committee was well done, and it might be mentioned that in addition we had considerable assistance from Mr. F. W. Molson.

The reception which we met with on every hand was most sympathetic. For the most part, we found those we called upon prepared to do their full share, and while we did our best to secure the highest possible returns, no pressure was brought on any of the subscribers to increase their amounts unduly.

One of the arguments we used with great effect, however, was that the various firms ought to make it a matter of patriotism to give not only on the basis of past earnings, but also to anticipate the profits for the next six or eight months. This many of them did, with the result that our total subscriptions were appreciably augmented. In fact, the officials of the various industrial companies seemed to make it a point of honor to see not how little they could subscribe but how much.

A letter was sent to the head offices of British insurance companies with Montreal offices, resulting in substantial subscriptions in every case.

We have to thank the Canadian Pacific for their liberal subscription, which was of great assistance to us in obtaining the amount subscribed.

During the campaign we had ample evidence that Lord Shaughnessy's offer on behalf of the C.P.R., of putting another \$5,000,000 to the \$5,000,000 the company had already subscribed if the total went to \$300,000,000, had great effect. It gave a spirit of emulation to the work, and many a subscriber seemed determined to do his utmost to ensure that the C.P.R. should be called upon to make good the handsome offer.

P. P. COWANS,
Chairman.

EMPLOYEES' COMMITTEE

Chairman: *R. N. WATT*

Members:

<i>Lorne C. Webster</i>	<i>T. M. Forrest</i>
<i>G. B. Allison</i>	<i>R. P. Jellett</i>
<i>Arthur Lyman</i>	<i>Lt.-Col. Irving P. Rexford</i>
<i>W. H. Harling</i>	<i>Major H. Leroy Shaw</i>
<i>F. B. Whittet</i>	<i>Arthur H. Campbell</i>
<i>G. L. McCrae</i>	<i>Lt.-Col. Robert Starke</i>
<i>J. P. Davies</i>	<i>John P. Atkinson</i>
<i>Chas. H. Sutherland</i>	

11

O this committee was allotted the task of selling bonds to the employees of all large establishments. We kept constantly before us the main fundamentals advised by the Executive—first, securing the entire sympathy and co-operation of the employees; secondly, having obtained that, to carry on a most extensive, energetic, and educational campaign in thrift.

Meeting with most ready co-operation on the part of employers generally, in the matter of educating employees and of arranging for payments, we carried out a plan of instruction in thrift and investment among a class of people who for the most part had no previous experience whatever in purchasing bonds.

Speaking generally, it can be said that no such educational campaign in thrift was ever carried out before in Montreal. Speeches were delivered in English, French, Italian, Greek, Russian, etc., and without doubt very many bonds were sold as a result of these addresses which did not come directly to the notice of this committee. Too much commendation cannot be given to the educational campaign carried on by the committee so ably headed by Principal Jas. Smyth, LL.D.

We had the pleasure of reporting a total of 59,141 subscriptions,



amounting to \$4,478,050. In many instances 80 to 90% of the employees purchased Victory Bonds, and the average on the whole was over 50%.

I would like to pay tribute to the faithful, persevering and energetic work of the various members of the committee throughout the entire campaign.

R. N. WATT,
Chairman

FRENCH-CANADIAN EXECUTIVE COMMITTEE

THE total number of subscriptions received from Canadians of French extraction in the City and Island of Montreal, as well as in the Ile Jesus, exceeds 30,000 subscribers. This includes the subscriptions secured by the Employees' Committee, as well as by our own Ladies' and Gentlemen's organizations. In this are not included the subscriptions taken by the banks, trust companies and brokers. We can safely assert that the total amount subscribed in the territory we covered will exceed eight million dollars.

Now, if we go more deeply into figures, we can establish the ratio of French-Canadian subscribers as to their population, as one subscriber per twenty inhabitants. The total population of the City and Island of Montreal and Ile Jesus, of Canadians of French extraction, does not exceed 600,000 inhabitants ; hence 30,000 subscribers shows the ratio of one to every twenty inhabitants. This is a very conservative estimate of the results obtained.

These results, commendable as we think they are, could certainly be bettered in another campaign for another loan. We have sown the seed ; have only begun to educate the Canadians of French extraction as to the nature of a Government security.

The experience gathered would recommend the following suggestions :—

- (1) At least two months should be devoted to the organization before the opening of the actual solicitation campaign.
- (2) The solicitation campaign should not begin later than the 1st of October, as the bulk of the money in rural Quebec is loaned on the first of November.
- (3) The solicitation campaign should not exceed two weeks. We cannot expect more than this time from a very busy man.
- (4) Free for all :—This leads to so much abuse that the great majority of our captains of teams are decidedly opposed to it. We will not give reasons against this as they are too numerous.

(5) Since it has been thought advisable to have a French-Canadian Committee in the present campaign, if the same idea prevails on another occasion, then we would request more autonomy to such a committee. This including adequate representation on the Dominion Executive Committee.

(6) All literature, advertisements, posters, etc., should be left to our committee to be prepared and submitted for approbation to the Minister of Finance.

(7) If a new loan is contemplated, it would seem necessary that the loan just issued be protected and not allowed to run down much below the price of issue.

In conclusion, may I state that our relations with the members of the English-Canadian Executive Committee have been most cordial, and we shall long remember with pleasure the work that we have undertaken with them for the success of the Victory Loan.

For the Executive Committee (French-Canadians) for the Island of Montreal and Ile Jesus:

JOS. QUINTAL,
President.

"This campaign has given to the British people and to the Allies a distinct and very decisive demonstration of the spirit of unselfish patriotism which prevails among our people."

—LORD SHAUGHNESSY

*at the Victory Loan
Banquet in Montreal.*



"This campaign has given to the British people and to the Allies a distinct and very decisive demonstration of the spirit of unselfish patriotism which prevails among our people."

—LORD SHAUGHNESSY

*at the Victory Loan
Banquet in Montreal.*



LADY MEREDITH

MRS. R. A. E. GREENSHIELDS

MRS. ARTHUR DRUMMOND

MADAME HEBERT

LADIES' COMMITTEE

Chairman: *LADY MEREDITH*

Vice-Chairmen:

Mrs. Arthur Drummond and Mrs. R. A. E. Greenshields

Miss Margaret Springett, Secretary

Mrs. J. W. Hughson and Lieut. E. V. Hall

11

THE Ladies' Committee organized seventeen teams, composed of some 180 workers. This organization carried out a most systematic canvass, extending as far as Montreal West, in which place we also undertook general canvassing, turning over to the men the subscriptions properly falling to them.

We secured a net total of \$3,504,750, from 7,531 individual subscribers.

Each team had a certain district allotted it for house-to-house canvassing. We sent out a circular letter preparing the people for our coming, and we found this of great assistance. In many cases the women who had received this letter had their subscription forms already filled out when our canvassers called.

In other instances we had to do a great deal of educative work, for this form of investment was absolutely new to a large proportion of the people, and quite a number of instances were reported where the women did not know even how to sign a cheque.

But everywhere we were met in good spirit, the attitude of the public being a continual source of encouragement and inspiration.

Quite a surprise to us was the large proportion of subscriptions we received from household employees.

Many automobiles were used to enable us to cover our large territory quickly, and most of the ladies were continuously at work from 9 to 5 throughout the campaign.

We had many interesting experiences, and some amusing ones.

Of the latter, an instance is worth mentioning. One of our canvassers, in response to her ring at the door, heard a voice say, "Come in." On entering, the same voice said, "Please sit down."

After waiting for some time for the lady of the house to appear the canvasser was surprised to see the door open and a man walk in. In answer to his look of enquiry she explained that she was soliciting subscriptions for the Victory Loan and was waiting for his wife, who had told her to come in and wait. "But I have no wife," he replied. "I live here alone with my parrot!"

The largest amount of money was secured by Mrs. J. W. McConnell, and the largest number of subscriptions by Mrs. Norman Starke.

BRENDA MEREDITH,
Chairman.

FRENCH-CANADIAN LADIES' COMMITTEE

Chairman: *MRS. L. H. HEBERT*

Vice-Chairmen:

MRS. A. E. LABELLE and MRS. GUY BOYER

Members:

*Mrs. W. A. Hugueuin
Mrs. O. S. Perrault
Mrs. R. Bedard*

*Mrs. H. Labelle
Mrs. O. Asselin
Mrs. A. Dubrule*

*Mrs. A. Chauveau
Mrs. J. T. Tarte*

11

THE total amount collected by this committee was \$398,750, from 591 individual subscribers. We knew when we started the campaign that we could not hope to attain such a result as that realized by our English-speaking sisters—a result upon which we heartily congratulate them—but just the same we undertook the task with willing hearts, happy to prove our sincere patriotism. The amount we brought to the Loan really represents the French-Canadian women's savings, and these savings are readily offered to help our country.

We entered into this campaign with nothing but our good will. Our inexperience was complete. We soon realized that we were entering a field heretofore unexplored, and that we were real pioneers who would have to carry on an educational and missionary work in order to introduce new forms of investment among our feminine clientele.

I would not, however, be truthfully explaining the real situation which we had to face if I did not state that the impending elections and their political aspect proved a considerable impediment to us.

Under normal conditions we would have shown much better results.

Though I do not approve personally some of the reasons which proved hampering to our work, I must state their effect for the sake of giving full justice to the efforts of our co-workers in this patriotic work, work which was accomplished with an "entente" that we can truly call "sacred" and "holy."

ELO HEBERT,
Chairman

LOCAL NEWS BUREAU

Chairman: *J. M. GIBBON*

THOSE who looked at the Victory Loan in the cold, calm dispassionate light of pure reason realized that it had to compete for space in the editorial columns of the Montreal newspapers with world-shaking events such as the Russian revolution, the Italian retreat, the smashing of the Hindenburg line, the most important General Election in the history of Canada, and "Bringing Up Father," and wondered why the chronicling of such small beer should be allowed to overflow from the advertising columns; but the Montreal Editors had their hearts in the right place and gladly sacrificed cable, telegraphic and other such expensive services rather than show a lack of proper sympathy with this campaign for Canada's credit. Every Editor detailed either his best or his best-looking reporter to collect the news of the various Committees and poured out leading articles in large type and small, urging the people of Montreal, irrespective of race, creed, sex or politics, to do their duty.

With each of the last twenty of his thirty bulletins per day, Mr. R. N. Watt, the eloquent dictator of the Employees' Committee, sent an apology for taking so much space, but like Oliver Twist, the Editors were still hungry and asked for more. Ordinary people looked for 5½ per cent interest. The Montreal Editors gave without cost a contribution of white space which our expert accountants value at \$58,673.70.

The organizers of the publicity for the Central Dominion Committee said "Hats off to Montreal!" and asked Toronto to try and live up to our example. They were particularly pleased with Mr. Eugene Tarte of *La Patrie*, who not only flooded his own paper with Victory Loan news but also, at his own expense, redistributed much of this throughout the French provincial press.

Let no one ever say that Montreal Editors cannot keep a secret. They knew about the "Tank" a week before the news was published, but they kept quiet lest someone else should get wind we had it and steal it from us. They knew about the "Submarine," but without requiring any hint from the Censor they would not say a word till it was safe in Montreal and free from the danger of pro-German bombs. They knew about the millions the Committee had up its sleeve, but they said nothing lest the little fellow should think it unnecessary to subscribe. Throughout the whole Campaign they played the game—all honour to them!

J. M. GIBBON.



LOCAL NEWS BUREAU

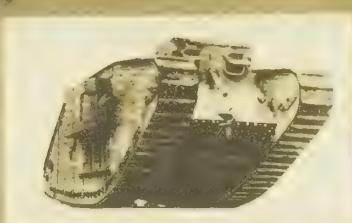
Chairman: *J. M. GIBBON*

6
HOSE who looked at the Victory Loan in the cold, calm dispassionate light of pure reason realized that it had to compete for space in the editorial columns of the Montreal newspapers with world-shaking events such as the Russian revolution, the Italian retreat, the smashing of the Hindenburg line, "The Anti-Universal Election of the Year," "The Canadian Cause," and "Bragging Up Father," and wondered why the chronicling of such small beer should be allowed to overflow from the advertising columns; but the Montreal Editors had their hearts in the right place

The organizers of the publicity for the Central Dominion Committee said "Hats off to Montreal!" and Tarte to try and live up to our example. They were particularly pleased with Mr. Eugene Tarte of *La Patrie*, who not only flooded his own paper with Victory Loan news but also, at his own expense, redistributed much of this throughout the French provincial press.

They knew about the "Tank" a week before the news was published, but they kept quiet lest someone else should get wind we had it and steal it from us. They knew about the "Submarine," but without requiring any hint from the Censor they would not say a word till it was safe in Montreal and free from the danger of pro-German bands. They knew about the millions the Committee had up in bonds, but they said nothing lest the little fellow should think it unsafe to subscribe. Throughout the whole Campaign they played the game—all honour to them!

J. M. GIBBON.



PARADE COMMITTEE
EXECUTIVE



E. M. EMERY



G. WARREN BROWN



F. W. STEWART



J. D. CHESNEY



PARADE COMMITTEE

Joint Chairmen:

EMILE M. EMERY and G. WARREN BROWN

11

THE Victory Loan Parade, during the three solid hours of its transit, fired the Victory Spirit in the hearts of the hundreds of thousands that lined its passage. It was a pageant of so many sides that a detailed description would be impossible. Full pages in the daily press multiplied a millionfold the tremendous publicity it brought to the Loan, and the cinema films flashed its message on a hundred screens.

The ambitions of our Committee were overwhelmed by the event itself. All that mass of detail preached a single sermon: the tremendous immensity of the Great War, the significance of Victory, the endless variety of needs to hasten that noble aim. To each of the countless thousands that, like a giant ribbon lined the streets, it brought home the immediate, the compelling, necessity to join the Victory Loan army and shoot the silver bullets at the foe.

Over 125 units composed of every layer of the social structure, 15,000 marchers, men, and women and children, nearly a hundred floats depicting every form of peace and war activity—here was a clear lesson that in its war energy directed against the enemy of World Democracy, this nation is a unit.

The influence of the great spectacle, showing those who have suffered and those who are prepared to suffer, was profound. To us it was the co-operative sowing of a seed that is bound to grow in the future into a quicker appreciation of war duties, a more general and more generous response to demands for service as these grow more urgent, a better spirit and understanding of Canadian nationhood.

To all who came, and saw, and understood, it was an inspiration! That it aided materially in destroying the parapet of ignorance, indifference and hesitation, melting these negatives in the positive heat of patriotic eagerness which urged the bond buyers over the top—the



amazing results of the Loan have demonstrated! The realization of this fact is ample reward for the constant efforts of our forty-two sub-chairmen.

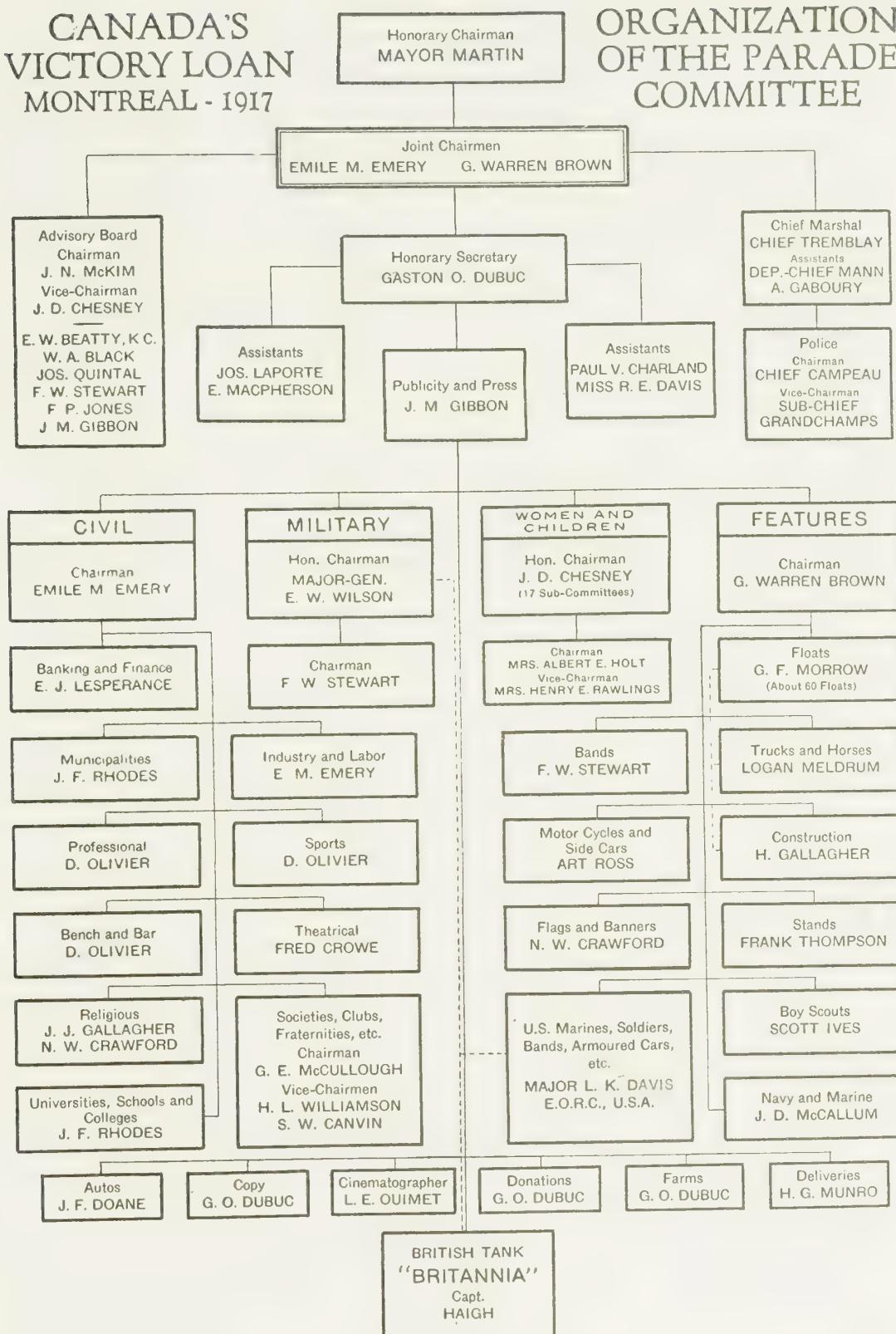
These, however, we feel are merely the immediate results of the Victory Loan Parade. The ultimate and more permanent fruits, while not so obvious, are by far more significant, and these effects we must leave to Father Time.

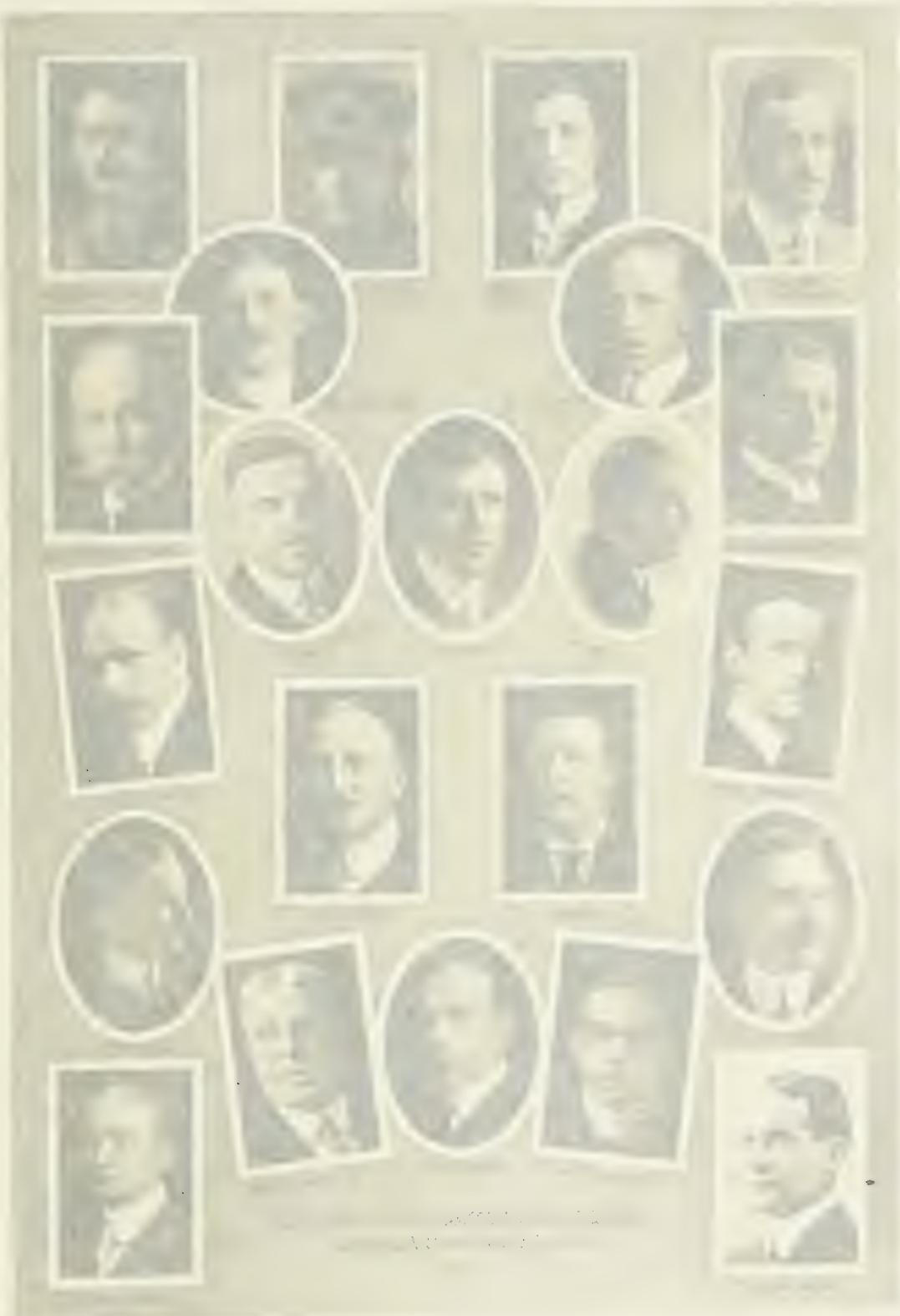
EMILE M. EMERY,
G. WARREN BROWN,

Joint Chairmen, Parade Committee.

CANADA'S
VICTORY LOAN
MONTREAL - 1917

ORGANIZATION
OF THE PARADE
COMMITTEE







REPORTS OF
INDIVIDUAL TEAMS

TEAM NUMBER ONE

Captain: *W. GRAHAM BROWNE*

Members:

<i>Harry Walker</i>	<i>F. Innes Ker</i>	<i>Ernest Pitt</i>
<i>E. Roberts</i>	<i>Edward Hellings</i>	<i>Capt. L. G. Ross</i>
<i>R. B. Foster</i>	<i>C. N. Neumann</i>	<i>Lieut. D. L. Macaulay</i>
<i>C. Lorne Mackenzie</i>	<i>Grant Johnston</i>	<i>Michael Pierce</i>
	<i>Harold Rolph</i>	

FEW QUAL strangers to opulence and poverty" were the people living in the territory assigned to Team Number One. We had many most interesting experiences, lots of hard work, and a big territory to cover. Foot, horse, and automobile were brought into action; and a busier, more earnest, or more enthusiastic set of men than the team proved during the three weeks it would be hard to find.

In collecting \$747,950, and an additional \$197,000 of conversions, from 1,178 individual subscribers, we met with a number of disappointments, but they only spurred us to greater efforts.

The energy and initiative of the members were endless. One member made approximately 500 calls and secured 340 subscribers. He also issued 1,000 circulars, to which he traced \$36,000 in subscriptions. One difficult prospect was a cabdriver, who, with his wife, was finally brought to the office in an automobile, and persuaded to invest \$1,000. In another case each member of a family was tackled to the total tune of \$20,000.

The most successful member secured \$154,900. Another, refused eight times by a company controlled by English capital, got a cable sent to London, and had a representative of the C.P.R. call on the head officials, who contributed a handsome subscription.

Another even went to New York and obtained a subscription of \$10,000, which would have been larger had not another team written in advance of his call and got a very large amount.

A feature of our campaign was the opening of a booth in the Montreal General Post Office, with a gramophone to attract attention and two ladies to solicit subscriptions. Many small subscriptions were thus secured, netting a total of \$9,000.

W. GRAHAM BROWNE,

Captain.

TEAM NUMBER TWO

Captain: *LOUIS S. COLWELL*

Members:

<i>W. Allan Black</i>	<i>P. M. Jost</i>	<i>H. G. Boyle</i>
<i>W. G. Lawton</i>	<i>G. Herbert Carter</i>	<i>Norman W. Lyster</i>
<i>Solomon Z. Fels</i>	<i>J. R. S. McLernon</i>	<i>Chas. T. Hare</i>
<i>M. C. Oswald</i>	<i>R. G. Hoerner</i>	<i>J. Maurice Williams</i>
	<i>Robert Howard</i>	

*A*MID all the hurrahs and enthusiasm with which the great campaign was launched in Montreal, the members of our team realized that if the general sentiment was to produce the results we hoped for, hard work and untiring perseverance must be shown.

In this connection, the general meetings proved a source of great inspiration, and fired all our members with the determination that although our team was second on the list it should be second to none in possible results from the territory to which we were assigned.

Working together with a will, we mapped out a campaign which called for the utmost possible effort from each of our members; in fact, judged from the standpoint of salesmanship, each member was called upon to do the impossible. And he did it!

Such determined and intensive work was never before carried through in our district in any cause. Of that I am quite certain. Naturally we ran up against many unexpected difficulties. To get in personal touch with such a large number of prospects was no mean task; but get in touch with them we did, and we argued and explained and exhorted hour after hour and day after day until at the close of the campaign we were able to turn in a total list of subscriptions amounting to \$904,400, representing 810 subscribers.

We were fired with the hope of making it a million, and if we fell a little short of that goal, we feel that our hope at least resulted in a larger return than would have been possible if we had not worked like Trojans in the endeavor to make that hope a reality.

I would not ask to be the captain of a better team than the team which so generously supported me in this splendid effort of which we are all so proud.

LOUIS S. COLWELL,

Captain

TEAM NUMBER THREE

Captain: R. P. DOUCET

Members

<i>H. P. Douglas</i>	<i>Harold W. Soper</i>	<i>Cecil T. Gordon</i>
<i>Hal McD. Brown</i>	<i>J. W. Cook, K.C.</i>	<i>F. G. Ramsden</i>
<i>P. T. Davies</i>	<i>J. L. Nelson</i>	<i>Jas. McBride</i>
<i>Edgar M. Berliner</i>	<i>E. T. Sayers</i>	<i>F. J. Spielman</i>
<i>R. W. Truax</i>	<i>Woodward Marler</i>	<i>D. B. Rennie</i>

PERSONALLY I feel that it was an honor to be asked to take charge of a team to aid in raising the great Victory Loan. That honor was made all the more agreeable by the good feeling and unstinted helpfulness of my fifteen fellow-workers. I feel quite sure that no captain was better served than I was, for one and all, at great personal sacrifice both in time and money, did everything possible to make our share of the work a success.

My team succeeded in raising subscriptions from 865 individuals. The gross total obtained was \$665,550. Of this amount \$160,900 were conversions, leaving the net amount \$504,650.

Beside some of the returns a net total of just over half-a-million dollars looks somewhat modest, but measured by the possibilities of the particular field allotted to us, we can justly claim, I think, that it represented a great success.

It was one of the fortunes of chance that the cards allotted to us were not as profitable as in some instances, but hard work on the part of all members of the team, inspired by the determination to get the best possible returns from our district, and to bring in every possible subscription, no matter how small, brought a total which under all the circumstances, we feel is one of which we may well be proud.

There were only two subscriptions of \$25,000 each. When it is stated that the balance was made up of small lots, it will be realized with what energy and determination our territory was worked.

I voice the general sentiment of Team Number Three in stating that we should be pleased and happy to form a unit once more in any future work of the kind which the Montreal Victory Loan Organization may be called upon to undertake.

R. P. DOUCET,
Captain

TEAM NUMBER FOUR

Captain: *G. W. FARRELL*

Members:

<i>V. M. Drury</i> , Vice-Capt.	<i>Graham Drinkwater</i>	<i>Esmond Peck</i>
<i>W. R. Charlton</i>	<i>John D. Oppe</i>	<i>G. M. Peterson</i>
<i>W. H. Draper</i>	<i>H. M. Levine</i>	<i>Geof. Porteous</i>

AREALLY splendid team of whole-hearted workers made it possible to raise in the district assigned to us total subscriptions amounting to \$1,213,550, from 1,015 individual subscribers. This achievement is all the more remarkable when it is considered that the majority of the subscriptions were made up of amounts ranging from \$50 to \$500.

We found a most willing spirit of co-operation, not only among those who were asked to become voluntary assistants, but also among the general public. In regard to the first, I should like especially to mention the names of A. E. Balfry, S. M. C. Beck, Leo. Dohney, S. B. Hammond, D. N. C. Hogg, C. B. Lang, Lawrence Macfarlane, Norman L. C. Mather, C. F. Sise, Jr., and Wm. Whyte. We were also indebted for valuable assistance to members of the staff of the Royal Securities Corporation, Limited, and Farrell, Mather & Co.

The amount of gasoline and shoe leather consumed by our team in the course of the campaign it would be impossible to estimate, but some idea may be gathered, perhaps, from the fact that the workers went so speedily from door to door, and kept up such a continual flow of argument and explanation that a number of them towards the end of the campaign were showing distinct signs of "clergyman's throat." Calculated on a conservative basis, it is considered that if the words they used in the course of their exhortations were placed end to end, they would make one long line of English language equal to five double-track transcontinental railways.

We followed strictly upon the plan laid down by the Executive, and made a door-to-door canvass of all English names in the territory allotted to us. The results may be looked upon as highly satisfactory, as each district furnished a fair proportion of the subscriptions.

It is only fair to say that without the organization work of the Executive Committee, it would have been impossible for the teams systematically to have carried out the work allotted to them in the time at their disposal.

*G. W. FARRELL,
Captain*

TEAM NUMBER FIVE

Captain: *A. M. IRVINE*

Members:

<i>G. Alfred Morris</i>	<i>A. G. Hall</i>
<i>John McEntyre</i>	<i>Capt. Norman E. Freakley</i>
<i>W. Bryce Strachan</i>	<i>Roland Yates</i>
<i>Kenneth R. Schofield</i>	<i>H. B. Stairs</i>
<i>Jas. Johnston</i>	<i>B. S. Bowler</i>

SPEAKING on behalf of Team Number Five I feel I can say we are all better and stronger men for having done our bit in the great cause, and for having worked in such a magnificent organization representative of the best citizenship.

We knew when we looked over the general lists of committees and teams that if we were to keep up with the general pace, we would have to contribute nothing less than the very best of which we were capable. We determined from the outset that if any team proved a disappointment it should not be Team Number Five, and in that spirit we set to work.

I should like to place on record my personal thanks to every member of my team. The way in which they met my efforts at the start, and the whole-hearted manner in which they supported me to the end, proved an example and an inspiration, and I shall long treasure the thoughts of my association with them in the splendid effort crowned with such a magnificent success.

The strenuous work mapped out for each member meant an expenditure of time and energy that might well dismay the individual under ordinary circumstances, but the team worked as though the success of the whole loan rested on what they personally accomplished.

Every day was filled to the brim with work. Some of the members to whom such a line of effort was new, developed unsuspected eloquence in argument and explanation, and one and all are agreed that they finished up better Canadians and better patriots than when they started.

Should the occasion arise when their services may be required, I am confident they will be prepared to meet the demand promptly and ungrudgingly.

The total applications obtained by the team were 651, representing subscriptions to the amount of \$666,200.

*A. M. IRVINE,
Captain*

TEAM NUMBER SIX

Joint Captains:

W. E. LUTHER and H. B. PORTEOUS

Members:

H. A. Scott

G. W. S. Henderson

J. Morley Anderson

J. J. Meagher

H. O. Davidson

C. C. Alloway

E. Silverstone

H. A. Ekers

A. F. Mitchell

A. G. Fenwick

H. M. Connolly

HAIL to the grand boys who worked so loyally with us as to secure over half-a-million dollars from a not-too-promising district! We had a downtown district, it is true, but not one of the downtown districts. Our territory comprised Vitre and St. Urbain Streets. Were we downhearted when we heard of our allotment? Chorus from all "No!" Some have to work the artillery, and some to rush difficult points with the bayonet. We felt honored by being given one of the not-too-easy tasks.

And how the boys went to it! If there were another campaign tomorrow we would ask no better privilege than to be able to enlist the same men, for they secured results which could not be improved upon by any other team.

We all realized from the start that if we were going to hold our end up with the other teams we had to work as men never worked before in such a cause. And we worked!

That we had no "velvet" in our territory is shown by the fact that our largest single subscription was \$20,000. We think, however, that we are justified in feeling proud of a total return of 835 subscriptions averaging \$694 per subscription.

Among a population largely modest in circumstances we found a wonderfully sympathetic spirit. Many, it is true, required a good deal of educative argument, largely because this class of investment was new to their experience. But they were "willing to be shown," and we never tired of "showing."

From dawn till dark, and long after dark, our members worked, with varying measures of success. All honor to them!

W. E. LUTHER,
H. B. PORTEOUS,
Joint Captains

TEAM NUMBER SEVEN

Captain: *GEORGE LYMAN*

Members:

<i>J. L. Apedaile</i>	<i>M. D. Barclay</i>	<i>W. H. D. Miller</i>
<i>Major G. G. Lewis</i>	<i>F. C. Nash</i>	<i>A. H. Shorey</i>
<i>A. S. Ewing</i>	<i>A. P. Murray</i>	<i>Ross H. Sims</i>
<i>E. E. Fairman</i>	<i>John McDonald</i>	<i>H. Yuile</i>
<i>J. P. Copland</i>	<i>P. F. Mathias</i>	

THE total collected by Team Number Seven was \$796,650, contributed by 1,018 subscribers.

One of the most interesting features of the work of Team Number Seven was the canvass made by means of the booth in the Windsor Station of the Canadian Pacific Railway Company. The applications taken at this place were not large but were taken from transients from all parts of the country, and from people in humble circumstances in the city.

One of the most remarkable contributions made in our city canvass was that of four spinsters who made application for \$25,000. These ladies were considered to be in such humble circumstances that their names were not listed and they certainly gave the canvasser one of the greatest surprises that he experienced during the campaign.

There is no doubt of the value of the campaign to the small investor. People who had from \$100 upwards in their savings accounts have been induced to make a safe investment at a higher rate of interest which will result in benefitting themselves as well as their country.

May I add a word of praise of the members of my team who all worked most faithfully for either a large or small subscription. I think that all the members intend to donate any commission received to some patriotic fund or charity.

GEORGE LYMAN,
Chairman

TEAM NUMBER EIGHT

Captain: *J. A. MACKAY*

Members:

*W. M. Weir
J. A. Davis
J. B. Rose
F. H. Manley*

*C. O. Cameron
Fitz-James E. Browne
S. E. Lichtenhein
F. H. Shaw* *G. J. McAnally
A. P. Earle
S. M. Luke
H. J. Murphy*

THIS much can truthfully be said of our team—we all enjoyed our work so much that if at any later date our services are required in any similar campaign, we shall all be available.

Our team was composed of men of very varied experience and wide connections. Undoubtedly we could have made a bigger showing if we had all been allowed to take the fullest advantage of the opportunities offered because of these connections. But we fully agreed with Executive that the best results from a broad general point of view could only be achieved if each team did the work assigned to it, and left work in other territory to be done by other teams to which that territory was allotted.

Therefore we did not attempt to see anybody except those whose names were on the cards given to us, but we canvassed all the cards we did have conscientiously.

There was a good deal of travelling around and hustling to be done in order to get in touch with all our prospects, and sometimes exceptional efforts in this direction only brought disappointment. But incidents like these proved only the sauce to whet our appetites. On the whole the reception we had was most stimulating and encouraging.

The work was doubly satisfactory, from the fact that we not only brought in a substantial contribution to the Victory Loan, but did educational work that we are sure will be of permanent value.

The total amount secured was \$663,450, from 824 individual subscribers.

*J. A. MACKAY,
Captain*

TEAM NUMBER NINE

Captain: *PHILIP MACKENZIE*

Members:

*H. W. Molson
E. R. Longuedoc
M. Hirsch
C. F. Hibbert
A. E. Ogilvie
J. C. Watson*

*W. W. Robinson
A. R. Crawford
A. S. Cassils
O. W. Pease
R. H. McMaster
E. B. Hosmer*

UR part of the campaign was a pleasing rather than an arduous duty. While it required our constant attention and called for a great amount of hard work, yet it was found to have been made easy for the canvassers by the fact that the public had been so thoroughly advised of the Victory Loan through the splendid system of advertising.

We found, in most cases, when calling upon prospects, that we were expected, and we were treated with the utmost courtesy in the majority of cases.

Those who did not subscribe were in nearly all cases unable to do so from a lack of funds. Where certain streets were allotted and poor results were obtained, the residents simply could not afford to take a bond, however small.

As against this we found a large number who were only too glad to subscribe, or quite willing to be persuaded to do so. The result was that in the three weeks we were able to secure a total of no less than \$1,435,900 from 872 individual subscribers.

I would take this opportunity to express my appreciation of the courteous treatment always received at headquarters and of the splendid co-operation among the teams.

The sound methods adopted in the general organization show in the magnificent success of the loan.

*PHILIP MACKENZIE,
Captain*

TEAM NUMBER TEN

Captain: *CLARENCE J. McCUAIG*

Vice-Captain: *W. F. IRWIN*

Members:

G. W. Badgley

Chas. T. Fraser

E. Herbert Brown

C. H. Becket

S. G. Faulkner

R. Bruce Owen

Chas. Samuels

W. O'H. Percy

A. B. Haycock

R. W. Garth

FIRST of all, a word of appreciation of the men who formed the team of which I was captain. Each member laid aside every other interest and devoted himself unsparingly to the work, and I am quite sure that no other team canvassed its district more thoroughly than Team Number Ten.

Our district was not one of the easiest. We had no firms with large numbers of employees allotted to us, but we certainly made the most of those we had. For instance, in the case of one small American manufacturing concern, employing mostly foreigners, we secured 26 subscriptions out of a possible 31. In the streets allotted to us on the waterfront, the majority of the larger firms were on special lists of other teams. We had no business thoroughfares where it was possible to place booths, but we did place one on a residential street in Verdun, and obtained about \$3,000 from it, besides largely increasing the subscriptions at an adjoining bank.

A large proportion of the people in our district, especially in the outlying parts, had to be called upon at night, which made the work more arduous.

We obtained a total of 919 subscribers, and after deducting \$56,950 for conversions, the total to the credit of Team Number Ten was \$513,350. The largest individual subscription was \$50,000. There were two for \$25,000 (one of these the courtesy of another team), seven for \$10,000, and two or three of \$5,000.

We were all met with universal courtesy, assistance and sympathy, and we all offer our congratulations to the Executive for the splendid organization and the results obtained.

CLARENCE J. McCUAIG,

Captain

TEAM NUMBER ELEVEN

Captain: *J. J. McGILL*

Members:

<i>W. C. Hodgson</i>	<i>W. L. McKelvey</i>	<i>B. W. Coughlin</i>
<i>C. R. Lee</i>	<i>A. A. Crombie</i>	<i>D. R. Brown</i>
<i>J. M. Tressider</i>	<i>R. J. Younge</i>	<i>H. J. Pratt</i>
<i>R. B. Williamson</i>	<i>C. J. Hodgson</i>	<i>J. Kellert</i>
<i>D. W. Campbell</i>	<i>F. J. Penfold</i>	<i>R. Holland</i>
	<i>F. Howard Wilson</i>	

PERMIT me to offer congratulations to the Executive on the great success which has crowned their efforts, and to acknowledge the genial encouragement that they extended to all the workers.

I would also like to pay tribute to the patience they exhibited under the never-ending stream of questions and suggestions that poured in on them.

The same spirit of enthusiasm and determination which inspired the General Executive was reflected in the team of which I had charge.

We had seventeen members, eight of whom were active workers, and the remainder voluntary workers giving part of their time or serving in an advisory capacity.

We shared between us a most comprehensive plan of action for getting in touch with every individual in our territory, and we met with a success which we hardly deemed possible.

The total subscriptions brought in by our team amounted to \$743,650, the individual number of subscribers being 596. We had 7 subscribers of \$25,000 and upwards, 11 from \$10,000 to \$25,000, 10 from \$5,000 to \$10,000; 51 from \$1,000 to \$5,000; and 525 for \$1,000 or less.

The spirit in which we were met by the public was a remarkable revelation of sympathy and helpfulness for the great cause, and we all felt greatly encouraged and inspired by the work.

The organization from our point of view was wonderfully conceived, and everything moved along smoothly during the three weeks of strenuous work and accompanying worry.

J. J. McGILL,

Captain

TEAM NUMBER TWELVE

Captain: *P. V. G. MITCHELL*

Vice-Captain: *WM. HANSON*

Members:

John Davidson

W. G. H. Marcou

Edgar Howell

W. L. Teeson

S. L. Barnard

H. L. Binning

W. A. MacLaren

G. W. Jones

A. G. Burton

Twas indeed well named "The Victory Loan," as it was a great victory not only in the total amount subscribed, but in many other ways. It has given a new meaning to the old adage, "Peace hath her victories no less renowned than war."

The loyalty and initiative of my team were beyond praise. They entered thoroughly into the spirit of the campaign at the very start, when I held two instructional meetings, and discussed the best methods of procedure, and the rules and regulations to be followed. These meetings, all agreed, were most helpful.

The team was a relatively small one, consisting of nine men who gave their full time for three weeks, two who gave part of their time, and several of my office boys, who were used at staff booths, theatre lobbies, etc.

A feature of our campaign was the opening of seven booths in stores strategically located in our district, the team providing a window display consisting of a living model of "Miss Canada," and making arrangements with the store proprietor to write applications. The model displayed cards in rotation describing features of the loan. Pipers and boy scout buglers were used to attract attention. Two booths were also opened in department stores. Certain theatres were also covered.

Our team wrote applications for \$824,650. Five subscriptions represented \$250,000, and the balance of \$574,650 was made up from 1,454 applicants.

Team Number Twelve did their work thoroughly, and I am glad of the opportunity to record my appreciation of the results of their efforts, and to bear testimony to the absolute harmony in which they worked throughout the entire period of the campaign.

*P. V. G. MITCHELL,
Captain*

TEAM NUMBER THIRTEEN

Captain: *W. H. C. MUSSEN*

Members:

*Thos. Arnold
E. A. Bernard
C. W. Cassils
Lyon Cohen
N. J. Dawes
H. J. Hannaford
W. H. C. Mussen*

*M. M. Johnston
Hugh Mackay
Chris. Severs
Herb. E. Smith
C. W. Tinling
A. A. Wilson*

TEAM Number Thirteen had thirteen on the team, and collected \$1,163,950 from 2,220 subscribers.

I had the finest Team in the land, and we worked with an organization than which no finer ever existed.

We congratulate Team Number Nine for their splendid work in securing the largest amount, namely, \$1,435,900.

I wish to make special mention of the splendid work done by Mr. C. W. Tinling and his co-workers in securing 891 subscriptions, amounting to \$238,450, and Mr. N. J. Dawes and his co-workers, who secured 261 subscriptions totalling \$287,200.

I wish to extend my hearty congratulations to the Chairman of the General Committee for the successful manner in which the Montreal end of Canada's Victory Loan was carried through. I also wish to place on record my sincere appreciation of the work done by the Vice-Chairman and Officers, and I salute the members of my team individually as I would salute a war veteran, for the reason that, in their unity of purpose, dogged determination and absolute harmony, they were simply magnificent.

*W. H. C. MUSSEN,
Chairman*

TEAM NUMBER FOURTEEN

Captain: *MAJOR W. P. O'BRIEN, C.E.F.*

Members:

*P. F. McCaffery
A. Tarut
C. P. Cleghorn
R. E. Thorne*

*N. P. Bryant
C. Howard Smith
J. A. Jacobs*

*L. G. Robinson
W. M. Hall
N. B. Stark
A. Barry*

 AS it all smooth sailing? It was not. One of our team mates was forced to be absent for practically the whole campaign, and three others were to a large extent unable to look after their end of the business owing to urgent business.

But this defection in our numerical strength only acted as a great stimulus to the other members, who loyally and readily took upon themselves an extra share of the work, and enlisted co-workers who proved of the utmost value.

In plans and methods of work there came from the members such a prodigality of ideas as could only be evoked by whole-hearted enthusiasm, and we were off on the job even before the gunfire from the mountain gave the signal.

We don't conceal that the fountain-head of our enthusiasm was the General Committee, whose preliminary meetings had fired us all with determination to be in at the finish with no mean share of the silver bullets so urgently called for by the men at the front.

The captain and his immediate business associates, acting on the principle that "every little helps," tried a little scheme in their own office which may be mentioned as illustrating how this campaign took hold of the humblest individuals. We found the office boys so interested that we offered a wrist-watch as a prize for the most successful subscription-getter among them. The results surprised us. In fact, we felt absolutely shamed into giving no fewer than three timepieces to three splendid little Canadians.

Altogether our committee secured \$1,307,700, made up of 1,086 individual subscriptions.

For this result I feel proud to pay tribute to my co-workers.

W. P. O'BRIEN,
Captain

TEAM NUMBER FIFTEEN

Captain: *J. PITBLADO*

Members:

<i>J. T. McCall</i>	<i>Arthur Browning</i>	<i>W. S. Leslie</i>
<i>W. G. Mackenzie</i>	<i>John Irwin</i>	<i>J. W. Shaw</i>
<i>A. W. Gifford</i>	<i>R. J. Hopper</i>	<i>J. Gordon Greenshields</i>
<i>C. L. Henderson</i>	<i>A. Z. Cohen</i>	<i>W. J. Davidson</i>
	<i>H. J. Rule</i>	

HARMONY and a determination to "get there" characterized the work of our team from start to finish. I was especially fortunate in being able to secure a splendid team of representative business men, those whom I approached with demands on their time and energies showing a most commendable spirit of co-operation.

As the rules of the campaign precluded me from using the machinery of our stockbroking office in connection with the flotation, and as it was represented that the customers I had canvassed and written up in connection with former loans would probably be allotted to other teams, I had to plan a new organization, and I decided to make it partly of influential business men and partly of active salesmen and canvassers, who make their living canvassing and interviewing the public. This plan worked out admirably.

From 211 pink cards we secured 79 subscriptions totalling \$250,800, and from 658 white cards 120 subscriptions totalling \$62,000. Our complete returns showed a total of \$901,600 from 1,241 subscriptions, making our standing sixth on the list of 20 teams, both for amount raised and number of applications taken. We had no large subscriptions, our largest being \$50,000. This was accounted for by the fact that we had to surrender to the Special Names Committee the prospect of subscriptions aggregating approximately \$1,800,000 as the names had been reserved previous to the canvass.

I consider the results from our team highly satisfactory, and wish to put on record the splendid spirit with which each member of Team Number Fifteen worked.

*J. PITBLADO,
Captain*

TEAM NUMBER SIXTEEN

Captain: *HENRY E. RANDALL, Jr.*

Members:

*W. A. Snowden
R. Brock Thomson
Edward F. Pelton
H. E. Blatch
Geoffrey H. Turpin
P. Addison Demick*

*C. P. Archibald
P. A. Clarkson
A. Henderson Thompson
Meyer Ginsberg
W. T. Empey*

ISPEAK for every member of my team when I say that it has been a great pleasure to assist in Canada's Victory Loan, 1917. It was a real inspiration to us to witness the wonderful spirit in which this loan was accepted by the people with whom we came in contact. I account myself particularly fortunate in being able to secure a team which in helpfulness and in a spirit of enthusiasm worthy of the great cause was not surpassed, I am sure, by any other team in the organization.

The demands made upon them represented a real sacrifice on the part of exceptionally busy men, but they needed no urging. They knew that if the loan was to be a success there must be no hanging back. They pulled together with a will, each contributing his full share, and each helping the other to the utmost possible extent.

As a result it is a matter of pride to me to be able to report that we secured a net amount of \$860,800 from 1,255 individual subscribers.

Those who worked as we did in the cause, and got in close touch with the people, could not help feeling proud of the spirit alike of our business leaders and of the people at large.

HENRY E. RANDALL, Jr.,
Captain

TEAM NUMBER SEVENTEEN

Captain: *J. C. STANTON, Jr.*

Members:

<i>R. R. Elliott</i>	<i>W. M. Butler</i>	<i>D. T. Diplock</i>
<i>K. Y. Stanton</i>	<i>R. G. Goodwin</i>	<i>P. C. Hart</i>
<i>H. C. Moreland</i>	<i>W. E. Soden</i>	<i>J. Anderson</i>
<i>R. H. Ecclestone</i>	<i>A. I. Robinovich</i>	<i>G. W. Fairbanks</i>

TN the general pride and satisfaction which every member of Team Number Seventeen feels at the general results achieved by the splendid organization which brought so grand a result from Montreal, there is only one feeling of regret. This is that we could not have been a greater factor in the magnificent total result.

But we do feel at any rate that we did our best. Like the soldier on the field of battle, who said to his querulous comrade in a shell-hole deluged with whizz-bangs, "If you knows of a better hole, go to it," we feel we can say with some degree of certainty, "If you know a better way of raising over half-a-million dollars from our territory, go to it!"

There can be no doubt that what was possible to achieve in our district, the members of my team did achieve. I would not do justice to them did I not state that every member of the team worked to the utmost to make the campaign a success.

With the exception of Messrs. Anderson and Fairbanks, all the members were Life Assurance Men connected with the Montreal Division of the Sun Life of Canada, and their experience proved of the utmost value in bringing results.

The total subscriptions secured by Team Number Seventeen was \$535,300 from 867 individuals.

Without disparaging in any way the results achieved by other teams I feel that it can be said that none worked with greater will or more determination than did the team I had the honor to captain.

I feel at the same time that I cannot allow the opportunity to pass of witnessing to the efficiency and enthusiasm of the organization as a whole. If Montreal did so well it was because the right men took the lead.

*J. C. STANTON, Jr.,
Captain*

TEAM NUMBER EIGHTEEN

Captain: *W. K. TROWER*

Members:

*Chas. Johnson
Geo. E. Williams
J. C. Ross
H. L. Perchard*

*A. Homer Vipond
D. H. Taylor
A. D. Shibley
E. L. McArthur*

*J. J. Rosevear
Lawrence G. Cluxton
Ernest Latter
H. N. Friedman*

TWOULD not have missed the opportunity of participating in the Victory Loan Campaign for a very great deal. It was truly a wonderful campaign, carried on by a splendid lot of enthusiastic, energetic men and women, and characterized by the best of good-fellowship throughout.

Sir Thomas White's wisdom and foresight in allowing a remuneration to canvassers is proved by the very large number of subscriptions which could not possibly have been secured by purely voluntary effort. While many men gave their entire time during the three weeks of the campaign without remuneration, a large number of workers could not possibly afford to do so.

One of the features of the work of Team Eighteen was the large number of applications received from Jews, Syrians and Greeks. The response from these people was most encouraging, the total subscriptions amounting to over five hundred.

No Captain of a team could possibly have been surrounded by more loyal, patriotic and energetic men than that over which I had the honor to preside. Given a territory and cards which they knew could not possibly yield a large sum of money, they determined at the very outset to make a thorough job of the work. That they succeeded is evidenced by the fact that they secured the second largest number of individual subscriptions, 2,181, totalling \$832,100, the largest subscription amounting to \$25,000.

I am confident that I speak for every member of the team when I say we shall always esteem it a privilege and honor to assist in any future campaign which may inaugurated.

W. K. TROWER,
Captain

TEAM NUMBER NINETEEN

Captain: *B. G. WINANS*

Members:

<i>A. H. B. Mackenzie</i>	<i>C. J. Greenshields</i>	<i>L. C. Herdman</i>
<i>H. J. Webb</i>	<i>Harvey Hough</i>	<i>H. Beverley Robinson</i>
<i>J. Grieve</i>	<i>W. Mayne McCombe</i>	<i>Jos. Levinson, Jr.</i>
<i>W. Bruce Taylor</i>	<i>R. S. Skinner</i>	<i>Geo. McBean</i>
	<i>R. C. Steven</i>	

*F*VER uppermost in the mind of each member of our team was the thought: "The successful placing of this loan is in the best interests of Canada and of the lads fighting the battle of humanity in Flanders."

A keen realization of this point of view was the secret of efforts that refused to acknowledge tiredness, and perseverance that refused to acknowledge failure.

To our team was allotted 858 names, and between us we effected the remarkable achievement of securing 889 subscriptions. This brought in a total of \$682,900, not including conversions.

The members canvassed almost continually for three weeks from nine o'clock until midnight. Towards the end of the campaign we found it necessary to call on many prospects between the hours of 6 and 8 p.m. in order to find them. This necessitated the canvasser working without his evening meal—and doing it gladly.

I believe we did valuable work, apart from raising the money, by explaining to many unacquainted with this form of investment what a bond is, its security, desirability as an investment, and its "liquidity," thus creating the foundation of thrift and creating an incentive to save. This will surely help in placing Canada in a position to sell her securities within the Dominion to her own people.

While the success of the Victory Loan is no doubt largely due to individual efforts, it was only made possible by organization. In this connection I feel it is only just that I should tender the hearty thanks of myself and confreres to those "higher up." It is remarkable to me that such a large number of men working under excessive strain and zeal should accomplish the great work without any trace of disagreement and unpleasantness.

*B. G. WINANS,
Captain*

TEAM NUMBER TWENTY

Captain: *D. L. YOUNG*

Members:

C. Beards

T. Burke

Chas. Brown

L. de B. Corriveau

J. G. Fitzpatrick

Joe Joy

C. Hershon

D. Levinson

Chas. A. Lunn

Chas. J. McDonald

Lou Wilkinson

Harold Peabody

GOOD for thirteen hours a day" forms an excellent general description of the members of my team. I am afraid I must say they worked under a merciless captain, not even a case of a fallen instep being allowed to interfere with the rigorous routine.

Under this driving system—I am not quite certain which "drove" most, the captain the team, or the team the captain—we only had one real casualty, that of a splendid worker who took to his bed the last day from exhaustion. The news of the success of the Loan, however, has carried him well forward to convalescence.

Tired and weary, as we often were, we had many a good laugh, and the enthusiasm never flagged.

No place was too far to go, no prospects were allowed to dismay. One member even visited dance halls and cabarets, and proved so adamant to attractions and so true to his task that he secured 42 subscriptions in them.

We opened a store at the corner of St. Catherine and Mansfield for headquarters; had bagpipes, bugle band and a Victrola as attractions; put lady and gentlemen cartoonists in the window; made speeches to ourselves and the public; had "boosters" on the job; and locked the door on those attracted within whenever we could get enough inside. Then we canvassed—with good results.

The hour for receiving reports was 11.30 p.m.

A silver cup was presented by yours truly for the member making the largest number of sales; it went to Chas. A. Lunn.

The total number of sales was 1,777; the total amount of subscriptions obtained, \$682,050.

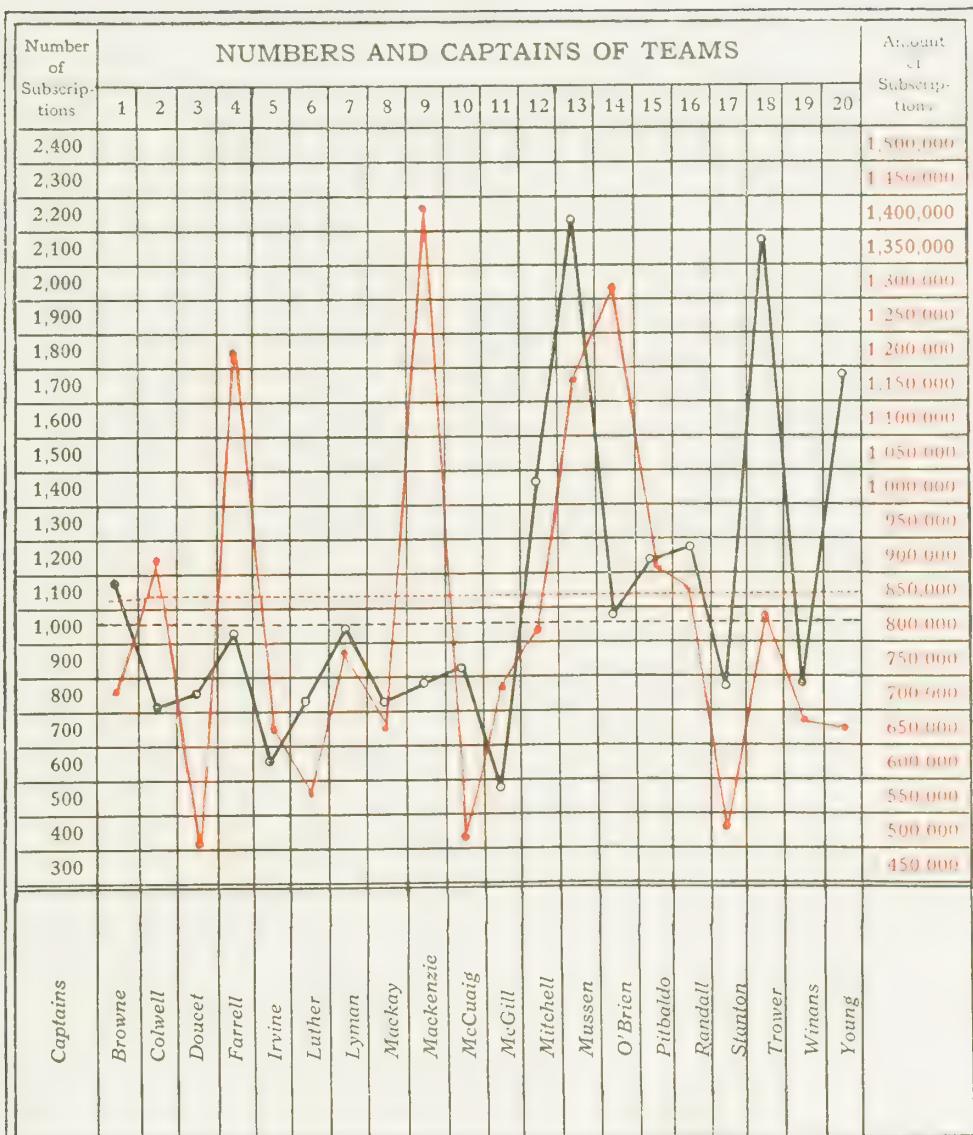
D. L. YOUNG,
Captain

SUMMARY OF REPORTS

	Subscriptions	Net amount
<i>English Teams</i>	22,558	\$ 16,560,700
<i>French Teams</i>	2,566	2,599,800
<i>English Ladies</i>	7,531	3,504,750
<i>French Ladies</i>	591	398,750
<i>Employees</i>	59,141	4,478,050
<i>Special Names</i>	201	43,515,050
<i>Other Sources</i>	6,080	6,200,000
	<hr/>	<hr/>
	98,668	\$ 77,257,100

ENGLISH TEAMS

Captain:	Subscriptions	Net amount
1. <i>W. Graham Browne</i>	1,178	\$ 747,950
2. <i>L. S. Colwell</i>	810	904,400
3. <i>R. P. Doucet</i>	865	504,650
4. <i>G. W. Farrell</i>	1,015	1,213,550
5. <i>A. M. Irvine</i>	651	666,200
6. <i>W. E. Luther & H. B. Porteous (Joint)</i>	835	579,900
7. <i>G. Lyman</i>	1,018	796,650
8. <i>J. A. MacKay</i>	824	663,450
9. <i>P. Mackenzie</i>	872	1,435,900
10. <i>C. J. McCuaig</i>	919	513,350
11. <i>J. J. McGill</i>	596	743,650
12. <i>P. V. G. Mitchell</i>	1,459	824,650
13. <i>W. H. C. Mussen</i>	2,220	1,163,950
14. <i>W. P. O'Brien</i>	1,086	1,307,700
15. <i>J. P. Pitblado</i>	1,241	901,600
16. <i>H. E. Randall, Jr.</i>	1,255	860,800
17. <i>J. C. Stanton, Jr.</i>	867	535,300
18. <i>W. K. Trower</i>	2,181	832,100
19. <i>B. G. Winans</i>	889	682,900
20. <i>D. L. Young</i>	1,777	682,050
	<hr/>	<hr/>
	22,558	\$16,560,700



Black line indicates number of subscriptions secured by the teams.

Red line indicates net amount of subscriptions secured by the teams.

Dotted lines show average team in each case.



MAPLAN *of the* MONTREAL ORGANIZATION

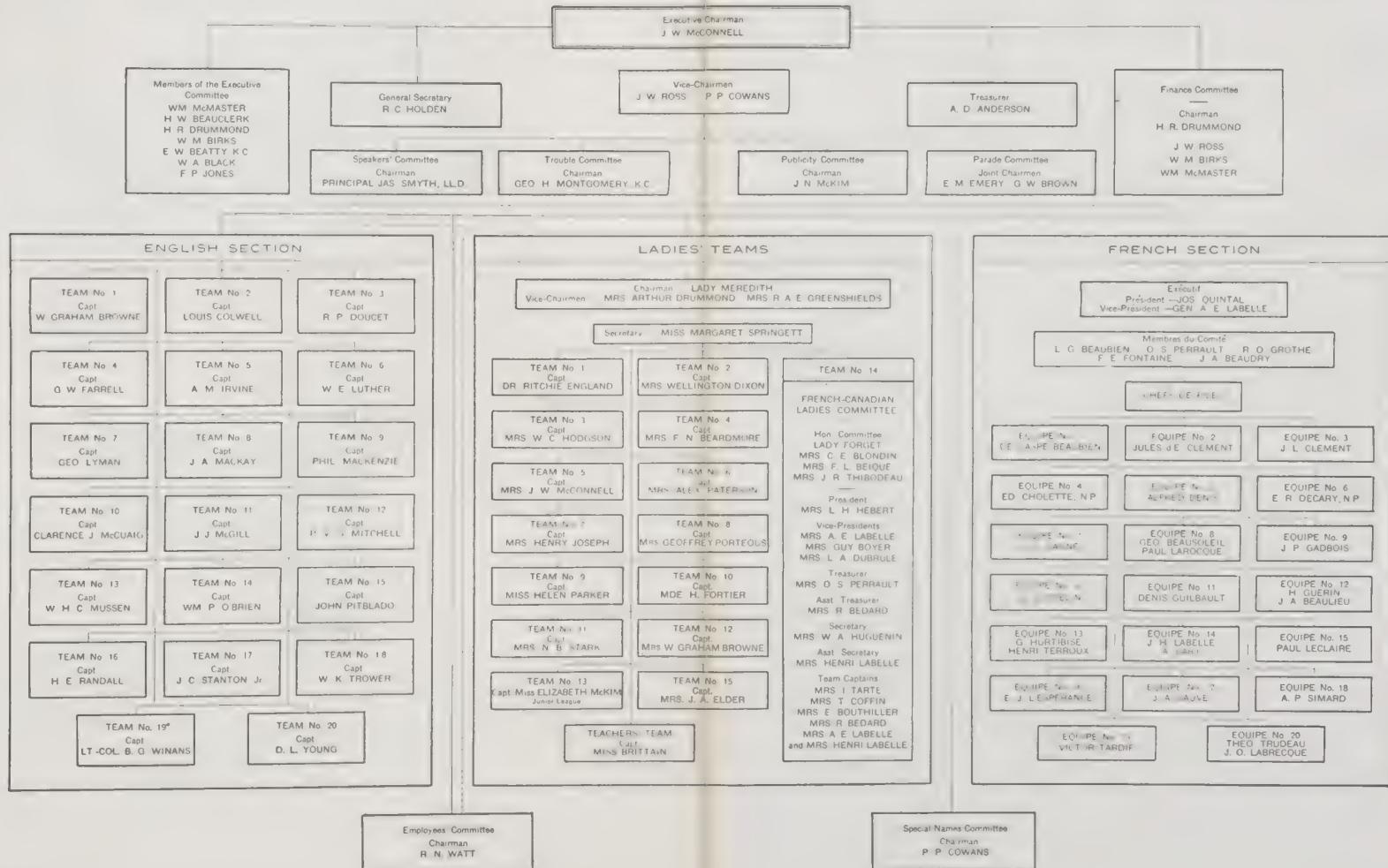
IN order to facilitate work of this kind in the future, the various committees have been charted on the Maplan opposite, which shows at a glance the relation between the Executive and the various committees and sub-committees.

CANADA'S VICTORY LOAN

1917

Honorary Chairman
Rt HON. LORD SHAUGHNESSY
K.C.V.O.

MAPLAN OF MONTREAL ORGANIZATION



TANK AND GERMAN SUBMARINE IN MONTREAL

AMONG the features of the Victory Loan Campaign in Montreal, there were two which aroused extraordinary interest, and proved of enormous advertising value. One was the famous British tank, "Britannia," which had seen active service in France, and the other was a captured German mine-laying submarine. The tank and submarine were brought to Montreal through the patriotic generosity of Lord Shaughnessy and Mr. James Carruthers. Both these war trophies had previously been exhibited in New York, and the letter below shows how readily the British Mission co-operated with the Victory Loan organizers in Montreal in giving Montrealers an opportunity of seeing them. The tank went round the city under its own power in the Victory Loan parade, and was manned by tank men who had been wounded in France. The submarine was exhibited in the harbor to all who showed a Victory Loan button.

BRITISH WAR MISSION

OFFICE OF THE CHAIRMAN
LORD NORTHCLIFFE

681 FIFTH AVENUE
NEW YORK

Gentlemen,

Subject to the consent of the British Admiralty, we are prepared to deliver to you alongside the Wharf at New York the captured German submarine, U.C.5., on hearing from you to the effect that on and after delivery at the Wharf you will hold yourself responsible for the transportation from New York to Montreal, and be responsible for the submarine until the Admiralty requires its return.

Yours very truly,



Messrs. E.M. Emery & G. Warren Brown,
Canada's Victory Loan,
Dominion Express Building,
MONTREAL, Canada.

30th. October, 1917.

DESIGNED, ENGRAVED AND PRINTED BY
THE HERALD PRESS AND ADVERTISING AGENCY
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